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Social Workers and Partisan Politics

By Kenneth L. M. Pray

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THE participation of professional social workers in partisan politics—the question whether it is ever appropriate under any circumstances and if so, under what conditions, to what ends and by what means—is one of those hardy perennials among professional problems that periodically arise to plague and divide us, because they have not been subjected to the kind of systematic inquiry and discussion from which acceptable professional standards emerge.

This one seems to become most acute in sixteen-year cycles, which are, perhaps, somehow related to a corresponding rhythm in socio-political developments in America. In 1912, the so-called Bull Moose campaign was waged by Theodore Roosevelt largely on the strength of a social program prepared for him by a group of distinguished social workers, who then openly and vigorously solicited support for the new party and its ticket. Sixteen years later, in 1928, a committee of social workers, impressed by the social outlook and achievement of Al Smith's administration as Governor of New York State, earnestly advocated Smith's election to the presidency, while another committee, similarly impressed by Herbert Hoover's record in foreign relief during and after the first world war, which they regarded as evidence of his deep humanitarian feeling and social vision, vigorously supported his condidacy. Again, in 1944, after another sixteen years, Franklin Roosevelt's re-election was openly advocated by a group of social workers. On all three of these occasions, this political activity by social workers aroused violent protest from some highly respected leaders of the profession and doubtless raised serious question in the minds of many others.

There is ample evidence both of the extreme heat generated in professional circles by this sort of activity and of the widespread intelligent interest in the professional issues at stake. One social worker indignantly asked to have her name removed from any mailing list with which one local chairman of the Roosevelt Committee was connected, in view of his "unprofessional conduct" in lending his name to a partisan political appeal. Very distinguished members of the profession voiced thoughtful and sincere warnings of the difficulties placed in the way of winning united public support of social work services, when social work leaders became involved in divisive public controversies and became identified in the public mind with parties and candidates, rather than principles and policies.

Now that the smoke of this particular battle has risen, and the highly charged feeling about particular issues and personalities has subsided, it seems worth while to examine this problem objectively, with a view to identifying and clarifying whatever general professional principles and obligations may be involved. One point of view about the matter is presented here.

SOCIAL WORKER'S DUAL RESPONSIBILITY

One basic assumption underlies this point of view, namely, that the social worker carries a dual responsibility. On the one hand he is responsible for performance, on the highest possible level, of certain social services to persons who need and seek those services because of existing circumstances in their lives, related to the social setting in which they find themselves. On the other hand, he is responsible for helping to remove and to modify those limitations in the social environment that help to create, to complicate or to intensify the needs to which he ministers, or to hamper the full use of the services he makes available. Each of us carries this second responsibility not because it is imposed upon us from outside, but because we voluntarily accept it when we take on the helping role, since otherwise the helping service cannot be made fully effective. Just as no physician rises to full professional stature, whatever his technical qualifications in diagnosis and treatment, who does not feel responsibly concerned with problems of public health, and just as no lawyer has attained full professional maturity until he feels some responsible concern for the direction which law, as a social institution, takes, as well as for the proficient treatment of a particular client's problem under existing law—so no social worker is thoroughly professional in outlook who remains utterly oblivious or indifferent to those forces within the social setting that affect the problems with which he deals or the nature and effect of his service. He cannot otherwise, I submit, be adequately sensitive to the meaning of a particular problem to a particular client, and cannot, therefore, perform even his primary service with complete effectiveness.

SOCIAL AGENCY'S PART

The discharge of this dual responsibility of the social worker is somewhat complicated by the special circumstances under which our profession operates, namely, its attachment to social agencies, which combine professional and non-professional

elements. With respect to the primary responsibility of direct service, we are not only obligated to act within limits set by the total agency; this framework of agency function and policy is indispensable to the fulfillment of our technical professional service of individual clients or groups of clients. Some of our confusion about the discharge of our professional responsibility for helping in social change arises, I think, from an uncritical assumption that here, too, our professional performance is wholly determined by our identification with a particular agency and must be bounded by its function and policy. This requires further examination.

It is obvious, in the first place, that at least a part of this wider responsibility of the social worker can often be discharged through the agency. An alert, well-led agency can and often does play an effective part in efforts to modify, relieve or prevent, some of the circumstances that bring clients to its doors, or that obstruct their effective use of its service. Not only by adding continuously of its experience to the common pool of interest and understanding out of which new community attitudes, new policies, new laws, new resources may emerge, but by direct recommendations to those who have the power of responsible community decisions, a service agency can seek more complete fulfillment of its own function, in pursuit of the community's purpose. An important factor in this phase of agency service can be the individual worker's alert awareness and responsible recording and reporting of his own experience, as related to these wider needs, as they appear in his service relationships with individual clients and groups of clients. In thus helping to define and articulate a sound concept of agency policy and practice, the individual worker can participate forcefully in broader social action as well as in proficient technical service.

But it is obvious, too, that the limits necessarily placed upon agency responsibility in this sphere of action are strong and firm. The agency can act only within the function to which it is dedicated, in respect to the particular needs which it is organized to serve. Furthermore, it can act only within the limits of its actual agreement—that is, an agreement in which its lay elements and its professional elements are united. All kinds of extraneous factors—personal, group, and what not—may narrow the presently acceptable interpretation of agency function and the range of agreement as to the degree of responsibility or the kind of action, if any, it should take, beyond the continuance of those specific direct services to which all elements of the agency are alike committed from the beginning. This will be especially true where decisions of community policy are involved with partisan political considerations. For whatever degree of agreement may be reached within agency as to the desirability and feasibility of a particular program of community action affecting agency function, no similar degree of unity may be attained as to the relative importance of this particular program, in comparison with other issues at stake in the political arena, or upon the relative capacity and determination of different parties or candidates to bring the program to realization. These are essentially and inevitably individual judgments, over which agency, as such, can have no decisive influence. There is, therefore, no justifiable basis on which any service agency, as such, can engage in partisan politics, even to achieve its own functional goal.

Do these limitations upon the use of agency, as such, in the broader realm of social action, apply also and equally to all those who are professionally associated with the agency? I submit that they cannot do so. It seems to me clear that what an agency buys, when it employs a professional social worker, is technical proficiency and loyal cooperation and representation, within the area of the agency's service function. It does not and cannot buy the worker's professional convictions or his action beyond the boundaries of that function. The agency's own performance of its own function is advanced and enriched by a staff that feels its own professional responsibilities keenly and which therefore reaches out beyond the four walls of the agency to broaden its own professional insights and influence through identification with wider, more various professional interests. As for the individual worker, he cannot entrust the definition of his total professional responsibility to a body in which non-professional or even unprofessional considerations may play a decisive role. His professionalism is in himself; he remains responsible for its use. If he feels a responsibility for making available to the community his best professional judgment, based upon special knowledge and experience, with respect to social issues which he regards as of decisive importance, he must remain free to discharge that responsibility. Otherwise, he may condemn himself to the role of sustaining, by inaction, the lowest common denominator of public opinion and public policy about the problems with which he is professionally concerned. And this is to abdicate his professionalism.

In other words, just because, in his primary service relationships, the professional social worker must be identified with the agency in which he participates, it is supremely important, in the interest of his own total professional integrity, that he shall preserve and protect that element of individual professional responsibility which extends beyond the boundaries of agency function.

PROFESSIONAL ASSOCIATION'S PART

One of the avenues through which this can be achieved is in the professional Association itself. This is a means of relieving and removing some of the essential limitations upon individual pro-

fessional development and self-expression which are inherent in agency practice. The Association, by inviting and encouraging identification of individuals with a total profession, helps to break down some of the confining barriers between individual agencies and functions and even between broad fields of service, and to free individuals to fulfill themselves as professional persons in the largest possible sense. It offers a certain opportunity for individual participation in behalf of wider goals than those which any individual agency can set itself to achieve. The statement of the Association's purpose expressly recognizes the responsibility of professional workers, through this united medium, to make their special knowledge and skill available in helping to adjust social arrangements to the needs of human beings.

But, like the individual social agency, the Association has functional limits beyond which it cannot operate effectively. It is united by one basic purpose—the advancement of professional standards of performance. It can only act effectively, as an association, within the scope of that purpose, for upon every other matter its membership is not necessarily united—is, in fact, pretty sure to be divided. Furthermore, even within this function, the Association can only act effectively when its membership is actually agreed upon specific policy and method. There are bound to be differences, not only about many actual social issues themselves, but upon the relation of the Association's basic function—the advancement of professional standards of service—to those issues.

Here, again, therefore, the question arises: To what extent is the individual worker's professional use of himself, in the discharge of his responsibility for helping in social change, bounded by his identification with the Association? Does this identification with a profession mean the surrender to the professional group of all responsibility for whatever professional action may be called for beyond the demands of agency service? Must the individual act for himself in these matters only within the limits of a professional responsibility already defined and accepted by total agreement within the profession as a whole? Or does the individual worker still carry within himself a measure of individual professional responsibility for the attainment of ends to which, in his own judgment, his professional knowledge and skill should be addressed, beyond those to which his own agency or the professional association, because of inherent limitations, can address themselves appropriately and effectively?

To state the question seems to me to imply, again, one and only one answer. For, if every individual social worker is limited, in his own responsibility or opportunity for the use of his professional knowledge and capacity to those areas within which the whole profession has come to agreement, then he is in danger of condemning himself, as an individual, to sustain, by inaction, the lowest common denominator of professional opinion as to his responsibility for influencing the larger social scene. By the same token, the Association is going to miss the advancement and enrichment of its own service which comes from the discovery, through responsible action by groups within its membership that have different goals and concepts, of the full meaning and true significance of those professional standards which it is created to sustain.

With respect to partisan political action, it is obviously true of the Association, as of any social agency, that, whatever the measure of agreement upon objectives and the means of attaining them in social action, there can never be the same measure of agreement as to the relative importance of these programs and of other issues at stake in an election campaign, nor as to the relative determination and capacity of different parties or candidates to advance these programs. There is, therefore, no justification for the Association, as such, to espouse the cause of any party or candidate. There is every reason why it should confine itself to supporting programs of principles and policies upon which its members agree.

INDIVIDUAL'S RESPONSIBILITY

This is the crucial point, with reference to partisan political action by professional social workers: While the social agency and the profession, as such, can act only within their functions and within the area of their internal agreement on social policies related to function, the individual social worker not only can, but must, reach a specific conclusion, on the basis of his own judgment, not only as to the validity of programs and principles, but as to the relative importance of these and other issues in the political arena, and as to the most dependable instruments—in parties or candidates—for the attainment of these ends. When, in his judgment, social issues are paramount, and when the knowledge and experience he has gained as a professional social worker play a decisive part in his own decision, must he, as a matter of professional obligation, deny, in effect, the reality of these factors and withhold from the community the value of his professional judgment, by stepping outside his professional role and affiliating himself as a citizen only, with a particular party or candidate? Or is he free to identify himself as a social worker, and either individually or in association with other professional workers of like mind, give his support to a party or candidate on the strength, openly asserted, of convictions derived from professional knowledge and experience?

It seems to me clear that he must be free to do just that. Indeed, it would be a welcome sign of vitality and of sensitive appreciation, within the profession, of the full scope and significance of individual professional responsibility, if workers who thought alike upon socio-political issues, on

the basis of a common concept of the meaning of professional experience in relation to those issues, were to feel a sense of real obligation to place their concerted professional judgment at the disposal of the community, as a factor to be considered in the process of arriving at sound decisions on public policy. And I should not be disturbed if different groups of professional workers expressed different judgments on the same issues. Real and vital differences, based on discriminating and objective analysis of facts and of the meaning of experience, can be dynamic factors in progress. They are the essential beginning of constructive integration of ideas. It is a sign of professional insecurity and immaturity, when we feel free to speak our professional minds only when we have found absolute answers and have reached complete agreement.

In this definition of professional responsibility, there are, of course, certain qualifying considerations of very great importance. The first is in terms of the scope of our social and political action. Despite the enormous range of human interests and problems with which we struggle in our professional service, taking us all together, it is obvious that we cannot speak with authority upon every aspect of every human problem that may become the subject of public policy. If we are to accept professional responsibility for speaking at all, upon public issues, it must be with a clear conception of the limits of our own experience and our own competence. As a citizen I may speak my convictions upon anything that interests me, relying upon any authority that commends itself to me. When I speak as a social worker, relying upon the authority of my own special knowledge and experience, I must confine myself with punctilious care to those kinds and aspects of problems with which social work has been responsibly concerned. This is necessary not only to protect myself against acceptance of a responsibility which I cannot fulfill, but also to protect the profession as a whole against the kind of false pretense which will shatter public respect for it and destroy its usefulness as an instrument of public service.

METHODS OF INDIVIDUAL ACTION

A second vital consideration is in terms of *method*. As professional social workers we are engaged in a helping process, based upon a relationship in which every participant is free to be himself, to maintain his own difference, without loss of control over his own life or of the respect of others, to use help or not as he sees fit. That is the basis of our professional function and of our professional skill. We are content to be a part, not the whole; we do not seek to conquer difference, but to appreciate it, to free it and to use it. In discharging our responsibility to help the larger community to formulate and to attain its own ends, our professional function remains the same—to help, not to control; to play our part, not to devise or command the whole. Even in the hurly-burly of politics, in which these professional methods and skills of ours are often conspicuous by their absence from the process of arriving at a rational, integrated solution of conflict, we still, so far as we profess to be acting in a professional capacity, can exemplify in method, as well as in objective, a true sense of professional responsibility. And, in the interest of our own self-respect, as well as the development of public respect for the profession as a whole, we are obliged to do so. We do not need—we must not allow ourselves—to call names, to hit heads, to assess or denounce motives, to engage in all those sometimes exhilarating, but rarely constructive, exchanges that often characterize political combat. With dignity, with sincerity, with real respect for difference, with an eye single to the clarification of the meaning and consequences of proposed action, with consistent reliance upon demonstrable facts, we can play an honorable part in political debate without for one moment sacrificing our professional principles or abandoning our professional methods and practices.

It is obviously true that this conception of professional responsibility and its full exercise bring great risks—risks to the individual, to the agency with which he is associated, and to the profession of which he is a member. But these risks are as nothing, compared to the risks of an individual inertia and cowardice, of a narrow professional specialism, of agency stagnation, which are the inevitable accompaniments of a more rigid and constricted definition. Furthermore, the inevitable risks can be faced and minimized, if we take pains to *earn* the right to freedom of political action before we *claim* it.

We can earn it by holding steadily in view the two prerequisites we have described: First, a strict adherence to the real lessons of our experience, as a guide to the scope and basis of our political action; and second, a consistent application at this spot of the same basic professional methods we have learned to apply in disciplined fashion in all other professional relationships. To these we need only add a responsible regard for the effect of one aspect of our dual responsibility upon the other and upon the agency with which we are identified—a thoughtful timing and weighing of values that guarantees considerate appreciation and fulfillment of every duty. It is only when, in confused response to uncriticized, undisciplined impulse, we seek to use agency to our own ends, or when, through inept, inappropriate, unprofessional handling of our part in conflict, we discredit agency and profession, as well as ourselves, that our sound professional relationships are jeopardized by political action.

The Veteran Comes Home[1]

By Major David G. Wright

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IT is my intention to discuss the problems and needs of the returned soldier, in his reintegration into the civilian community. It is difficult to determine from public utterances and writings just what these problems are, or their magnitude, or in whose province they lie. It is, in fact, difficult to conclude from published material to what extent these problems are medical, to what extent psychiatric, and to what extent educational and social. Granted the fact that all psychiatric problems are at the same time social and educational ones, some differentiating lines must be drawn when one comes to the practical matter of deciding what agencies and what men properly can assume responsibility in aiding in the solutions. Many government and civilian agencies have made plans related to particular aspects of the situation; educational institutions, medical agencies, trade unions, great industries, religious establishments, veterans organizations, and so on. I plan to speak of my conception of the problems and of the relationships that exist between the factors that go toward solving them. It is not my intention to speak of neuropsychiatric casualties, but rather of combat returnees generally. In doing so, I shall first read you the text of a pamphlet which has been planned for issue to all Army Air Force combat returnees, because it states directly, or implies, many of the points I wish to make.[2]

You will note that perhaps the most significant implication of this text is the fact of its having been written. This act accepts the problems, brings them out into the light, puts the soldier into a position of sharing a common job and difficulty with all his fellows, puts him in a position of personal responsibility, and pre-assumes his ability to solve the problems in time. It implies that all men can work at their own salvation, even if they have unpleasant symptoms, and that they can do it best when they are told the truth. We have many reasons for believing this to be valid.

ADJUSTMENT TO COMBAT

In the light of combat experience we have seen probably more clearly than ever before the potentialities of most men, rather than the limitations of a few, the useful reactions they employ under stress, rather than the ineffectual ones, the things that impel a man, rather than those that block him; the impact of a man's community, job, and purpose, upon him. In combat we have seen men of all types, including those called neurotic, change in the direction of increased adaptability in the handling of emotional energy, and in the adequacy of their performance.

They quite universally accept fear and do their work well in spite of its symptoms when the circumstances give them motivation to attack its cause actively, when they are trained in understanding its nature, and when the opportunity exists for maintenance of healthy interpersonal relations. This occurs when their surroundings provide for them responsibility, a job of importance, training for it, and trustworthy fellows.

It has been seen that instruction in the nature of emotions, and in its effects, does, in fact, prepare men for controlling their reactions to it.

There is no question that the ability to take some sort of action in response to danger relieves tension effectively. The men universally state that they feel least tension while they are busy at the height of combat. The inability to act, to direct the energy of emotion into concrete, useful response, has resulted in intolerable building up of tension.

Training has been found useful in handling fear. Very thorough training, particularly in all emergency procedure, not only gives the men a strong support of confidence, but allows them to act automatically in the emergencies, and by so doing removes the feeling of helplessness and defenselessness.

The most universally potent motivating forces are those that are generated by the relation of the man to his group. A group, of course, comprises more than a collection of men; it comprises a purpose, a job related to the purpose, leaders, and a standard of ethics as well. The circumstances of an operational unit in the Air Forces make these considerations more than usually potent, since the group is sharply defined, is made up of highly interdependent specialists, and is utterly dependent on the closest sort of team-work for survival in combat.

The men are strongly directed into a useful relationship in the group and are made able to endure stress without neurotic outlet if: (1) they are given the feeling of a common threat and a common goal for action; (2) the action they are directed to take is clearly the attainment of the goal; (3) the division of labor and delegation of authority allows each man to feel that he is properly placed for this accomplishment; (4) the working out of the success of the plan is made clearly visible; (5) the leaders seem trustworthy, competent, respect every individual as an impor-

[1] Paper given at a meeting of the Southeast Texas Chapter, AASW, February 19, 1945.

[2] See "Coming Home" page 9.

tant piece of the mechanism, and consistently orient their judgment toward the common goal.

The loss of the security derived from identity with the group and the leader and the job is clearly seen when combat men finish an operational tour and return to the United States. Such men frequently develop anxiety, free-floating aggression, and depressive feelings of a more severe degree than combat elicited in them.

ADJUSTMENT AFTER COMBAT

I think it may be useful to cite other reasons for believing the content of this text to be true for most men.

First of all, men are not made insane or psychotic by military service. The rate of incidence of the psychoses does not vary in war or peace.

Secondly, by far the greater percentage of returned combat men who become ineffective soldiers through obstinate psychoneurotic symptomatology are found to have either evidence of longstanding personality conflicts, with origins predating military service, or important situational problems in the present circumstances.

Thirdly, extensive surveys of officers who have close contact with returnees report that when adequate assignments exist, returnees are at least as efficient workers as non-combat men—many officers feel that they are definitely superior; further, that the overwhelming majority desire to be assigned to useful work and to continue to do their share of the war, while the job remains to be done.

Fourthly, I should like to cite parts of another survey of very recent returnees—before assignment, within a few weeks of their return, selected only on the basis that they were *not* neuropsychiatric casualties: One-third of the men are already significantly concerned about coming home, partly with a consciousness of new emotional demands, partly with a consciousness of loss of support of the group; half are already disturbed about the attitudes of civilians; three-fourths feel the army experience has been of great advantage to them, in gaining training, maturity, discipline, and important orientations, in spite of the emotional difficulties they have endured; three-fourths have specific plans for their civilian life, when they get into it; one-fourth desire no special financial assistance or consideration on job priority, even if they need it badly; one-third, in spite of the disillusionment and skepticism that is so bitterly verbalized in combat areas, concede that they feel optimistic and hopeful about the post-was prospects.

These attitudes are those of returnees who have not yet felt the full impacts of their situation, of course. They will soon feel a new sort of group coherence which may become very strong if circumstances prevent them from fusing strongly with their communities. Ernie Pyle has put the beginning of this well:

> But I have learned from experience that it is almost impossible—sometimes infuriating in a helpless sort of way—to talk to most civilians feelingly about the war.
>
> On trains and in public places, I find myself drifting automatically to boys in uniform with overseas ribbons or service stripes, for we can talk the same language.

THE COMMUNITY'S RESPONSIBILITY

A recapitulation of my argument thus far would show it to be perhaps too entirely emphasizing the importance of the returnee, who is what he is, in the solution of the problems, rather than that of other agencies whose dealings with him are our immediate interest, since they will be whatever we make them. Further, I perhaps seem thus far to have minimized this matter, and to have filled my picture of it with sweetness and light, in the face of many who beat the breast and wail, foreseeing madness, chaos and revolution. I trust you are not misled by that which I have underlined. We are considering here, I believe, the most potent social energies which have been extant in the country in the lifetimes of any of us. And these energies are not directed, channelized, or diffused to any significant extent as yet. The all-important job of the community, as I see it, then, is that of making itself a coordinated, cooperative, well-instructed, and purposeful organism in which the returned combat men can find the positions and the stimuli they need.

The community then, must educate and instruct itself. For example, the Harvard Graduate School of Business Administration has held seminars at which picked industrial, labor, and educational leaders have met with the rehabilitation people of the military services for simply informing each other of their several aims and plans for their dealing with post-combat men. This is excellent—a small beginning in the right direction. It is properly done, I think, not out of charity or altruism or a sense of debt to the returnee, but as a good investment, as money in the bank, or enlightened, far-sighted selfishness, if you wish. Certain industries, such as the Roebling Steel Co., have printed excellent pamphlets for the use of their foremen, instructing them in the simple but all-important facts of how best to make the returnee an effective worker. This also is excellent—it is exactly of equal importance that the foreman be an informed member of the industrial or community organism, as it is that the chairman of the board, or the union leader, or the college president be so.

The community and its various parts must define their goals and the directions in which they mean to go. They must provide the implementations—the jobs, the ways of accomplishing their purposes. They must provide trustworthy leaders and trustworthy fellow workers.

The combat men are used to a defined purpose, a job aimed at accomplishing it, training and instruction in the job, and dependable leaders and fellows with whom they have been closely interdependent. If they find enough of these things in our society, we and they will proceed in dignity and in peace. If they do not find these things, they will have bitterness, dependency, illness, and hostility, and the Lord have mercy upon us all, for the tide of circumstances will have none.

The personal contacts of civilians with combat men have been much discussed. Lists of "do's and don't" have been printed. On this I have little to say. Honesty and courtesy are the only significant matters, and I doubt if either can be taught from a platform.

COMING HOME[1]

Assignment U. S. A.

Back to the United States—Home

WELL, how does it feel? Good? Bad? Mixed up? Or can't you tell? That's O.K., though. It's exactly the way thousands of men have felt who have come back ahead of you. Some of them wanted to talk it over. However some didn't even want to think about their feelings. If that's the way *you* feel right now, it's perfectly all right; don't turn another page. We suggest that you stick this away in your flight bag, or some other place where you can get at it later. It may come in handy.

You're Not the First Ones—Yes, thousands of men have already come back to the States. We've seen a lot of them; talked to them about their experiences and reactions; their problems and feelings.

It's a very interesting thing, this business of coming back from overseas. Everyone thinks his problems and feelings are special ones. And they are—to him. But while they differ in degree, they follow pretty much the same pattern.

We have found one important thing—those who knew the score—what made them tick—what they could really expect when they got back—did a pretty fair job of handling their own problems and got along by far the best.

Passing on their experience to others helps, so we are going to set up a fairly typical guy. Take a look at him and see how it goes.

Well, here is John Brown, for example, or Joe Smith. Maybe Jack White or the redhead who worked alongside of you out there. It's been a long time since he left home for an overseas assignment. He felt, like a lot of others, that just getting back would make everything all right again. And sometimes it did—but it wasn't always that easy.

What he found were people who appeared to be enjoying all the comforts of home—cars rolling along, everybody going places, eating, drinking. Taverns, night clubs, theatres filled to capacity with people who didn't seem to know "there's a war on," and store shelves stocked with merchandise he had almost forgotten existed.

After mud, foxholes, flak and machine gun bullets, all this came pretty much as a shock. Somehow, things seemed to have changed, even though it was almost the same as it was before he got shipping orders.

What about John's relatives, friends? Had they gotten along without him? Had *they* changed? Maybe. People don't stand still—and things change. War or no war, that's the way life is!

He Has Changed—One thing certainly seems to have happened. *HE* had changed. For him the war was and is mighty real. He's still in it! It was a combination of regimentation, monotony, confusion, danger, hard work—and long, black nights. It filled his head and loaded his heart. It became part of his life.

For the people back home, the war still seemed to be on the other side. They didn't have to take this stuff. He and his friends—including those who won't ever come back—were stuck with it while others were not. Brown got disturbed about it and people didn't seem to understand his feelings. Many of his friends back home will never really be able to because they haven't been there and done the same things he has.

Yes, as a soldier Brown went to war in love with his country and the people he left behind—and came back a stranger!

It wasn't so much that people treated him like a stranger, but that *HE FELT LIKE ONE.* Everything he saw he looked at through the eyes of a soldier. That's what made the difference in the way he remembered home, friends, and things as they were before the war.

New Life—New Habits—War, military regime, combat, became his job, his daily life. Wherever he went, whatever he did, he formed new and sometimes strange habits. Learning the business of war wasn't something he had in mind a few years back, but now it's his sole occupation.

It created a lot of problems. But there wasn't anything unusual about this. People get upset or disturbed by almost any kind of change.

[1] The pamphlet "Coming Home" has been cleared unrestricted by the Army Air Force.

It was that way with Brown when he went into the army. He had the problem of adapting himself to new conditions, a new environment. His ambitions, his friends, his job, his ideas—all had to be changed.

His former life wasn't always full of everything he wanted, but at least he could be pretty sure of what it was like and where it led. And there was a certain amount of security in that knowledge that helped him along.

When he first got into the army he was not too sure of anything. As a matter of fact, most of the time he didn't know where he was going or what was coming next.

Coming back home repeated the process all over again. He wasn't too sure of what was coming next; things looked different to him, and he was puzzled by the changes in himself.

All this made him restless, kept him tense and under a constant strain. He found it tough to relax and adjust himself to the new situation.

Reward?—Because of the war, an important part of his life had been interrupted. It can't be replaced and the unpleasantness he went through didn't help any. In the back of his mind there began to be a feeling that there ought to be some compensation, some repayment for all this. It took a little time, but he found out the only thing that even came close to being repayment was the knowledge that when needed, when called upon to deliver the goods, he was in there pitching with all he had.

That didn't seem like much satisfaction to him at first, but it was the *one* satisfaction that lasted and grew in imporance to him as time went on.

"Condition Red"—Whatever his feelings were when Brown first went into the army, when his shipping orders came, he knew it was the real thing. In combat the consequences were serious. It was a matter of life and death, not just training for the fight. He stayed keyed up, alert, in a state of alarm, in "condition red," all the time. The jolts of tension and strain hit him again and again with no real let-up.

Every time he went on a mission it was there. When he was briefed on the target, when an unidentified fighter pointed its nose at him, when he flew through a flak barrage, when the bombs dropped all around him . . . the tension kept piling up. And it happened to everyone—ground crew, operations clerks, supply sergeants, ambulance drivers—everyone at the base felt it as they, too, sweated out every mission, or dodged the bombs. After a while, they all got a hangover of combat tension.

Fear!—Let's stop and analyze this feeling with Brown a little bit. What caused most of his disturbance, called by its right name—is *fear.* BUT—it's normal, reasonable fear. That's the important thing to know about it! It makes sense to be afraid under these conditions. Every normal man gets scared at one time or another and feels it.

There's fear of the unknown. Fear of being killed. Fear of possible personal failure when the chips are down. Fear of a lot of things. No one ever really overcomes the *feeling* of *fear,* but everyone can *understand it* and use it to good advantage.

What really counts is how fear is controlled. The responses to fear must be handled so as to be useful and protective. That's what makes the real difference. It makes a man fight harder; shoot with accuracy and speed—and gives "second wind," that extra "kick" when needed.

Tension Must Be Relieved—At some place along the line, this feeling of fear, this unrelieved "condition red," these tensions of mind and body demanded a release of energy. And watching flak burst all around Brown didn't furnish it. When his body didn't get a chance to burn up the excess energy, his nervous system didn't respond when the "all clear" signal was sounded. He began to feel restless, irritable, worried, and tired.

The thoughts of combat kept running through his mind. He couldn't seem to concentrate on anything, tossed around all night and lost so much sleep he could hardly take it the next day.

The things he didn't do began to worry him. Did he do the right things at the right time? Did someone die because of what he did or did not do? His sense of proportion became unbalanced as these feelings bothered him.

Problems Ahead—It all added up to more tension—lots of it—and it kept piling up until it became noticeable to Brown and to everyone else. He might have discovered these symptoms himself. However, he kept going on his nervous energy and it was only when the doctor caught up with it that something was done about it.

He wouldn't even admit that he needed advice or treatment because of the notion that it's a kind of weakness. But it's nothing of the sort as he eventually found out. If he understood and was wise to what was going on he would have had no hesitancy about going to his medical officer about it.

People Are Different—Brown has known for a long time that people are different and that men react in different ways to various situations. Some, he noticed, could take a lot and not be bothered. Others could go just so far and take so much. But he's seen that in combat or any other job.

The point is that Brown or anybody else may be a ball of fire in one thing but a flop in another. People are good at some things . . . and poor at others. Find the right job, the right place, and they click!

So, coming back from overseas, when John Brown got the notion that he was all burned out and not worth a damn any more, he just came up to bat with two strikes already on him—pitched to himself. That didn't make sense!

Solution Lies With Him—No matter how much help Brown got, though, in the final analysis it was up to him. The real, permanent solution, he found, lies with the individual man himself. But it sure was a big help to understand what was going on inside and why.

Of course it would be fine if he could have had all of his former feelings and values restored by just blowing a whistle. But it wasn't quite that easy. In the first place it took time, sometimes lots of it to "decondition" or "detrain" after a session of combat.

That's because there was still a lot of tension to work off. But it made a big difference as to how it was done.

Brown tried the unsatisfactory experiment of working it off—in the local "gin mill," taking a poke at the first guy whose looks he didn't like, arguing with civilians, police officers or anyone else who happened to be around. But he found out there was no percentage in that solution. It only made trouble, left regrets—and a hangover.

On the other hand, when he went to work on something, got interested in a constructive project, he found that it helped. Getting up a sweat at almost anything relieved his tension. Chopping wood, building or making something, handball, boxing, hunting, baseball, and jitterbugging, too, when he liked it, was O.K.

Knowing that there was still a big job to be done over here—and doing something about it also helped restore his sense of proportion and balance. He found that his coming back didn't end the war, not by a long shot. The men on the training bases in the States needed the benefit of his experience and knowledge because he'd been there. Brown passed on what he knew to others who still had to be trained to go over and take his place and the place of others coming back after him.

Strictly Personal—John Brown had to start thinking about his own future. There was the matter of a decent and secure world to build. That's important, if for no other reason than because he had to live in it. As skeptical as he was, deep down he knew that's really what all the shooting's about and that it didn't make sense to expend all this energy and sacrifice just to let it drop.

There was a lot of talk about reconversion of industry going around. Well, Brown figured, what did he personally want to reconvert to? What kind of life was he looking for? For these and a lot of other personal questions which came up, he was No. 1 man to supply the answers.

Getting Along With People—He found he had to get along with people all around him and have normal relations with them. That wasn't as easy as it sounds because most of them did not have the same experiences he had nor did they always see things as he did. But he was accepted or rejected for what he is now, not for what he had been through. A realization of this cold, hard fact helped ease him over many rough spots.

There were times when he felt that he needed further medical help. He got it from the squadron surgeon, the psychiatrist, or any other medical specialist necessary. All were available.

Bones mend—stomachs stop aching—disturbed feelings also mend and settle down. That's what John Brown, Joe Smith, Jack White and thousands of others who have come back already have found.

In Summary—Well, let's see what we have said here:

(1) War creates certain conditions which make for uncertainty and disturbances in a man's outlook.

(2) Returning home, he wasn't too sure of what came next. He lost the security which comes from having a job to do and an outfit upon which he could depend.

(3) The reactions from combat are not the same for every man.

(4) Combat creates an unrelieved tension and strain that keeps the soldier keyed up and abnormally alert for long periods of time.

(5) It is important for him to know how the mind and the body work under these conditions—that certain feelings, like fear, are normal.

(6) Excess energy stored up by tension can be relieved constructively.

(7) Hard work, getting interested and into the swing of things, exercise and recreation, all these help. Time is needed also.

(8) People back home, not having had the same experiences, can't understand all of the feelings of the man who has been overseas. But they've played a real part, too, and this country has to function together as a big team.

(9) A big job remains to be done back here.

It adds up to this: Common sense—understanding—time—constructive work—medical treatment when needed . . . an objective . . . normal relationship with people—team work, all these together form an unbeatable combination.

With this combination, the soldier returning from overseas can look forward to ASSIGNMENT U. S. A. —BACK IN THE STATES—HOME—with confidence and assurance.

Franklin Delano Roosevelt's Social Vision

SOCIAL workers share with all the people of the United Nations the deepest sorrow because we realize that with Mr. Roosevelt's death the world has lost the genius and inspiration of his leadership in this decisive moment of the world's history.

The sense of loss to the social work profession is heightened because we know that he recognized and encouraged the use of social work forces as an important part of the democratic process based on the principle of concern for all the people of a democracy.

We will always remember that it was Franklin D. Roosevelt who, as President of the United States, gave leadership to the thought of the American people and direction to the activities of government which resulted in the great strides our country has made in the development of programs which deal directly with the needs of the people.

The following selected statements by the late President were printed in the Congressional Record of April 19, 1945, at the request of the Honorable Robert F. Wagner, Senior Senator from New York. They reflect the social vision and courageous leadership which resulted in the achievement of many of the goals for which the social work profession strives.

Message from President Roosevelt to the Congress, June 8, 1934

"Fear and worry based on unknown danger contribute to social unrest and economic demoralization. If, as our Constitution tells us, our Federal Government was established among other things 'to promote the general welfare,' it is our plain duty to provide for that security upon which welfare depends.

"These three great objectives—the security of the home, the security of livelihood, and the security of social insurance—are, it seems to me, a minimum of the promise that we can offer to the American people. They constitute a right which belongs to every individual and every family willing to work. They are the essential fulfillment of measures already taken toward relief, recovery, and reconstruction.

"This seeking for a greater measure of welfare and happiness does not indicate a change in values. It is rather a return to values lost in the course of our economic development and expansion."

The First Fireside Chat of 1934, June 28, 1934

"We seek the security of the men, women, and children of the Nation.

"To use the agencies of Government to assist in the establishment of means to provide sound and adequate protection against the vicissitudes of modern life—in other words, social insurance."

Address to Advisory Council of the Committee on Economic Security on the Problems of Economic and Social Security, November 14, 1934

"There is also the problem of economic loss due to sickness—a very serious matter for many families with and without incomes, and therefore, an unfair burden upon the medical profession. Whether we come to this form of insurance soon or later on, I am confident that we can devise a system which will enhance and not hinder the remarkable progress which has been made and is being made in the practice of the professions of medicine and surgery in the United States."

Message of President Roosevelt Transmitting Social Security Recommendations, January 17, 1935

"The establishment of sound means toward a greater future economic security of the American people is dictated by a prudent consideration of the hazards involved in our national life. No one can guarantee this country against the dangers of future depressions but we can reduce these dangers. We can eliminate many of the factors that cause economic depressions, and we can provide the means of mitigating their results. This plan for economic security is at once a measure of prevention and a method of alleviation."

Statement by President Roosevelt Upon Signing the Social Security Bill, August 14, 1935

"This law, too, represents a cornerstone in a structure which is built but is by no means complete—a structure intended to lessen the force of possible future depressions, to act as a protection to future administrations of the Government against the necessity of going deeply into debt to furnish relief to the needy—a law to flatten out the peaks and valleys of deflation and of inflation—in other words, a law that will take care of human needs and at the same time provide for the United States an economic structure of vastly greater soundness."

Public Letter to Chairman of the Social Security Board Recommending Liberalizing the Old-Age Insurance System, April 28, 1938

"The enactment of the Social Security Act marked a great advance in affording more equitable and effective protection to the people of this country against widespread and growing economic hazards. The successful operation of the act is the best proof that it was soundly conceived. However, it would be unfortunate if we assumed that it was complete and final. Rather, we should be constantly seeking to perfect and strengthen it in the light of our accumulating experience and growing appreciation of social needs."

Message to Congress on the National Health Program, January 23, 1939

"I have been concerned by the evidence of inequalities that exist among the States as to personnel and facilities for health services. There are equally serious inequalities of resources, medical facilities and services in different sections and among different economic groups. These inequalities create handicaps for the parts of our country and the groups of our people which most sorely need the benefits of modern medical science.

"The objective of a national health program is to make available in all parts of our country and for all groups of our people the scientific knowledge and skill at our command to prevent and care for sickness and disability; to safeguard mothers, infants, and children; and to offset through social insurance the loss of earnings among workers who are temporarily or permanently disabled."

Statement by the President on August 11, 1939, on Signing the Social Security Act Amendments of 1939

"It will be exactly four years ago on the fourteenth of this month that I signed the original Social Security Act. As I indicated at that time and on various occasions since that time, we must expect a great program of social legislation such as is represented in the Social Security Act to be improved and strengthened in the light of additional experience and understanding. These amendments to the act represent another tremendous step forward in providing greater security for the people of this country."

Speech by President Roosevelt to the Teamsters Union, September 11, 1940

"We are still, however, quite distant from the objective which we seek—the security and the high standards of living for every man, woman, and child which the resources and manpower of America makes possible.

"Our progress must continue to be a steady and deliberate one—we cannot stand still, we cannot slip back. We must look forward to certain definite things in the near future. For example, the benefits of social security should be broadened and extended; unemployment insurance should cover a larger number of workers. Our old-age pension system must be improved and extended; the amount of the pension should be increased, and, above all, these pensions must be given in a manner which will respect the dignity of the life of service and labor which our aged citizens have given to the Nation.

"There is nothing in our present emergency to justify a retreat from any of our social objectives—conservation of resources, assistance to agriculture, housing, and help to the underprivileged."

Budget Message for the Fiscal Year 1942, January 3, 1941

"I recommend the continuance in full measure of the social security programs. This includes not only the payment of old-age benefits as required by law but also aid to youth and continued payments toward the State aid of old persons not covered by the insurance benefits; aids to children and to the physically handicapped.

"Furthermore, I deem it vital that the Congress give consideration to the inclusion in the old-age and survivors insurance system and the unemployment compensation system of workers not now covered."

Atlantic Charter, August 1941

"They [the President and the Prime Minister] desire to bring about the fullest collaboration between all nations in the economic field, with the object of securing for all improved labor standards, economic advancement and social security."

President Roosevelt's Message to Congress, January 7, 1943

"When you talk with our young men and women, you will find that with the opportunity for employment they want assurance against the evils of all major economic hazards—assurance that will extend from the cradle to the grave. This great Government can and must provide this assurance.

"I have been told that is no time to speak of a better America after the war. I am told it is a grave error on my part.

"I dissent.

"If the security of the individual citizen, or the family, should become a subject of national debate, the country knows where I stand."

Transmitting to Congress Two Reports of the National Resources Planning Board, March 10, 1943

"We fight today for security for our Nation and at the same time we can endeavor to give our citizens and their families security against attacks from without, and against fear of economic distress in old age, in poverty, sickness, involuntary unemployment, and accidental injuries. We need to look forward to the accomplishment of these objectives—world peace, democratic society, and a dynamic economy. . . .

"Because of their basic importance to our national welfare during the war and after the war, it is my earnest hope that the Congress will give these matters full consideration during this session. We must not return to the inequities, insecurity, and fears of the past, but ought to move forward toward the promise of the future."

Radio Address, July 28, 1943

"Among many other things, we are today laying plans for the return to civilian life of our gallant men and women in the armed services. They must not be demobilized into an environment of inflation and unemployment, to a place on a bread line or on a corner selling apples. We must this time have plans ready, instead of waiting to do a hasty inefficient and ill-considered job at the last moment. . . .

"But the members of the armed forces have been compelled to make greater economic sacrifice and every other kind of sacrifice than the rest of us, and are entitled to definite action to help take care of their special problems.

"The least to which they are entitled, it seems to me, is something like this:

"1. Mustering-out pay to every member of the armed forces and merchant marine when he or she is honorably discharged, large enough in each case to cover a reasonable period of time between his discharge and the finding of a new job.

"2. In case no job is found after diligent search, then unemployment insurance if the individual registers with the United States Employment Service.

"3. An opportunity for members of the armed services to get further education or trade training at the cost of their Government.

"4. Allowance of credit to all members of the armed forces, under unemployment compensation and Federal old-age and survivors' insurance, for their period of service. For these purposes they should be treated as if they had continued their employment in private industry."

Budget Message of the President to the Congress, January 3, 1945

"I hope that the Congress will give early consideration to extension and improvement of our social security system and will reexamine the financial basis of the program. . . .

"I have already emphasized the need to strengthen our social security program. With respect to the reconversion period, I am particularly concerned over the fact that broad categories of workers are not covered by present legislation and that present standards for unemployment compensation are not adequate in many States. To promote employment opportunities and to assure the proper occupational adjustment of returning veterans and war workers, a strong, integrated system of public employment offices is a basic necessity. We can best accomplish this objective by the establishment, through permanent legislation, of an effective national employment service with adequate coverage throughout the Nation. For the reconversion period we should provide assistance for travel and retraining of war workers. . . .

"Our program should include provision for extended social security, including medical care, for better education, public health, and nutrition; for the improvement of our homes, cities, and farms; and for the development of transportation facilities and river valleys."

President's Message on the State of the Union, January 6, 1945

"In turn, others of the economic rights of American citizenship, such as the right to a decent home, to a good education, to good medical care, to social security, to reasonable farm income, will, if fulfilled, make major contributions to achieving adequate levels of employment. . . .

"An expanded social security program and adequate health and education programs must play essential roles in a program designed to support individual productivity and mass purchasing power. I shall communicate further with the Congress on these subjects at a later date."

CORPORATION MEETING

The National Board herewith gives notice to all members of the American Association of Social Workers that the annual meeting of members will be held at 3 P.M. on July 19, 1945, at the offices of the corporation 130 East 22 Street, New York City. The business of the meeting will consist of the election of officers, Board members, and Nominating Committee members. Members unable to be present will be represented by their proxies who will vote in accordance with the members' instructions regarding the Nominating Committee's slate as circulated to the membership.

The Social Worker's Responsibility
For the Reputation of the Profession[1]

By Natalie W. Linderholm

Consultant on Agency Policies, Greater New York Fund

NOT long ago I had a letter from a young New York social worker now in military service. Going in as a private, he now finds himself commissioned, with the title of Personal Consultant, "a local term," he explains, "for case supervisor, case consultant and administrator . . . with a little teaching on personal adjustment problems and . . . some group work thrown in." He is one instance of a square peg that has been lucky enough to find in the army a square hole whittled to his measure. He is happy that his training has been put to use to help men to adjust themselves to what is at best an unnatural way of living, "but," he comments, "my constant complaint is that although much from our rich background of social work experience has gone into the Army, it wasn't and isn't enough. There is so much in social work that hasn't reached the Army yet and I fear, I somehow know, it is because we haven't been aggressive enough . . . in selling our wares . . . we are just beginning to be felt and for social work, it was too little and too late. . . ."

What he is saying is that social work has not yet become a part of the lifestream of this country, to be channeled into the front lines as immediately as medicine or law or engineering or chemistry; that we social workers have not put our backs into the task of making our profession effective in proportion to the good reputation it enjoys.

Few will question that social work has a good reputation. Statistics of giving prove it, when millions of money can be raised annually in taxes and contributions. Statistics of service prove it, when it is conservatively estimated that, in New York City alone, a third of the people make use yearly of the facilities of the voluntary welfare and health agencies and hospitals. Rosters of board members prove it, with outstanding men and women in every section of the country investing their time and ability in the task of strengthening and improving our social welfare programs.

Yet with all our good repute, we have trouble in making ourselves felt in situations where our training and experience would appear to qualify us for service. When policies are in the shaping, the community is slow to consult us; too often we are called into action only after plans have been made that limit our usefulness. Sometimes I wonder if we are not in the position of being respected without being liked.

The letter I have quoted says we have not been aggressive enough, and points to certain smaller but more articulate professional groups that have impressed their point of view more successfully on the military services. I am not sure that this apparent lagging behind other groups in gaining public notice is due so much to lack of aggressiveness as to the fact that we are just emerging from a period in which our energy has been absorbed in improving the quality of our work rather than calling attention to its possibilities for wider usefulness.

We are a young profession. There are many of us, not yet hoary with age, who recall the great leaders of social work's pioneer days, challenging the conscience of the country. We have come far and fast since the first school of social work opened its doors. We have been under constant pressure to reach out to new sources of information, to test, to adapt and to test again the practical results of what we have learned from other professions. In our concern for sound practice, we have been cautious lest we exaggerate our abilities; our successes have been presented with reservations. Without intending to do so, we have seemed negative and uncertain of ourselves. Annual reports and speeches have rung the changes on limitations, even failures. If the reports had begun on the note of accomplishment, if the limitations and failures had been related to inadequate knowledge or insufficient resources, the picture would have had perspective, and the presentation would have been not only truthful, but constructive.

As it is, for years we have consistently undersold social work. This, rather than lack of aggressiveness, I believe to be at the root of the community's reluctance to make more complete use of social service. Our problem now is to reverse the trend, to stop depreciating our potential and present our profession in the truer terms of growth in capacity and achievement. This positive approach to public interest recognizes accomplishment but does not gloss over limitations. It paves the way to making common cause

[1] Paper prepared for the National Conference of Social Work, 1945; to be published in the 1945 NCSW Proceedings.

with the community once more, as in our pioneer years, in order to use for the common good the professional skills we have fought hard to gain.

When a somewhat similar question was under discussion last year in THE COMPASS, the suggestion was made that commercial public relations counsel be employed. Such assistance could be valuable, in conjunction with our professional associations, though whether a firm without knowledge of the philosophy and methods of social work could give the desired help is a moot question. With expert guidance, grounded in our professional thinking, we could develop as a profession a wider and more effective program of public information and speak quickly, forcefully and unitedly when need arises. The most competent technical service we can buy, however, will be money wasted unless, worker by worker, we are convinced of the necessity of keeping step with changing public interest and are ready to take our places in the line of march. Pamphlets, radio broadcasts and news stories are important, but nothing matches in power the good will that can be generated by even one social worker in working and in leisure hours, 365 days in the year. To the public at large, the social worker *is* social work, and the reputation of the profession is, basically, the sum total of the impressions for good, or ill, created by thousands of individual workers.

MECHANICS OF WINNING GOOD WILL

Small things loom large in building reputation: first impressions, the housekeeping of the offices, the courtesy of the receptionist, the voice on the telephone. Friends have been made, and lost, because of the seemingly trivial handling of office manners.

What of the handling of complaints and requests for service? Courtesy, cooperation and promptness are indispensable here, along with willingness to accept an emergency at its face value. All this can be done without sacrifice of so much as the proverbial jot and tittle of professional standards, and there is no surer way of winning friends.

What about information? Do we make it easy, and important, for our staff to learn the facts that should be common knowledge? I have talked to workers who knew neither the names of the board members of their organizations, nor how many people were helped in a year; who had no idea how much it cost to run the organization which employed them nor where the money came from; who had only vague notions of the relation of their work to that of other agencies, and to the changes taking place in the world. Lack of such knowledge tends to break down the reputation of an entire profession for intelligence and efficiency.

Several times recently I have asked social workers to explain what they did as they would to people they might meet in the course of a day —a banker, for example, a policeman, a teacher, a housewife. Each worker drew a name by lot and was given a time limit of two minutes. Even allowing for self-consciousness, the results of this experiment have been depressing. Workers relapse into stereotypes when they try to describe their work to a stranger. Their power of quick adjustment to new situations seems frozen, their ability to slant their thought to the listener's interest takes wing. Does this suggest that one thing we must do is listen critically to our casual conversations, so that we can train ourselves to give what might be called spot news of our work, in words so spontaneous and clear-cut that they will whet the curiosity of the broker and the reporter and the club president?

We need to watch our words. The professional vocabulary, so useful in its place for precision and speed of expression, infects our everyday speech with a sort of pernicious anemia. We say "accepting of" instead of "accept;" "meaningful" instead of "meaning." Everything takes place "at a level" and "in an area." We never act; we function. We "er" and "ah." Our sentences meander from clause to clause, punctuated by "I mean to say . . ." We shy away from the definite. We divide the world into social workers and "laymen," or, worse, "lay persons," or, worst of all, "lay folk." Everyone is a layman at the other man's work, but no one likes to be constantly tagged with this dreary classification; it quickly reduces interest to apathy.

"A word," Justice Holmes once said, is "the skin of a living thought . . . and may vary greatly in color and content according to the circumstances and time in which it is used." No touch of jargon —and the legal profession has its quota—marred the soundly reasoned opinions handed down by the Yankee from Olympus; the living thought pulsed through. The same words are ours to use —alive, active, shot through with color, subtly shaded, sensitive to every changing mood. What better tools could we ask?

It is frequently said that social workers lack time-sense. A young worker recently told me about an appointment with a businessman who courteously but definitely brought the interview to an end when fifteen minutes had passed. My friend had not come to the point. He said, "But I felt I must give him a good background so that he would understand our problem. What could I do in only a quarter of an hour?" In that time he could have spoken 2,000 words. He would have had somewhere between 1,200 and 1,500 words at his disposal even if the businessman had asked questions—enough words to clinch any bargain. I said this, and got the rueful reply, "But I planned for half an hour, maybe more." Busy men and women budget their time; they do not schedule half-hour interviews unless the subject under discussion is urgent, and when the social

worker settles down for a talk without apparent terminal facilities, again the reputation of the profession for efficiency is undermined. In much of social work, relaxation and a slow pace are essential, but the slower the pace with the community, the cooler the welcome for social work in situations requiring quick and decisive action.

An inventory of practice in any agency will bring to light these or similar points at which friction develops when agency and community meet. These friction points are not the same in any two agencies, but, once located, they should be easy to eliminate. The tested methods we use in dealing with people who want service will bring results with the broader community. Whether bound together by geography or common interest, the community is only a collection of human beings; and what works with one set of human beings will work with another.

A cardinal principle of social work is respect for the rights and integrity of the individual. We are content not to force progress, either with the individual or the group. We recognize and accept the different tempo of every person and every group. We refrain from imposing our will and our decisions; we have patience for endless repetition of one simple fact, if that is what a situation demands. These methods work; we have results to prove it. For some reason, however, we tend to put aside our accustomed ways when we are dealing with others than the users of social agency service. We are not willing to go slowly. At times we appear to deny inquirers the right to their point of view. Our relaxation vanishes, and with increasing tension our skill in handling human relations dwindles. Is this an indication of professional insecurity in handling community relationships difficult to control or imperfectly understood? Our scanty records of community contacts point in that direction. We know how to deal with insecurity in others. Will not the same skill, wisely directed, help us to renewed assurance in dealing with the world at our doors?

PUBLIC RELATIONS VS. INTERPRETATION

What we have been discussing might be called the mechanics of winning good will, which is only another name for public relations. I have hesitated to use this term, for as a profession we have found it hard to accept. Interpretation has had a pleasanter ring to our ears. But interpretation is a self-conscious word. It means, literally, "speaking between;" it raises a barrier between us and the public when our great need is for direct, unhampered communication. It limits our thinking by concentrating our attention on formal writing and speech, when we should be studying the entire range of our contacts. It breeds resentment; the person on the receiving end of interpretation likes neither its connotation of mystery, nor the implication that he cannot understand plain facts plainly stated.

We have indulged in endless debate as to the merits of publicity and public relations versus interpretation; we have deplored our lack of competent specialized service, and taken refuge in the shibboleth "the worker on the job is the best interpreter." This should be true—but is it? If case work has been too often presented as primarily for the poverty-stricken, a mystic brew of listening and understanding, seasoned with cash and medical care, spiced with a dash of psychiatry, the responsibility rests squarely on social workers. Case work is a cold term for warmly human service to men and women caught in crises inseparable from the common experiences of living—marriage, birth, death; bringing up children; earning a living; growing old. Social workers can put the stuff of life into this absorbing story, but as yet we lack even a clear-cut list of the qualities that distinguish good case work. If group work stands for little more in public estimation than a chance for children to play in safe surroundings, again the responsibility rests with social workers. They can bring the group to life as the testing ground of democracy, where all races and creeds learn to live happily together in an ordered society. But that story has not yet been told.

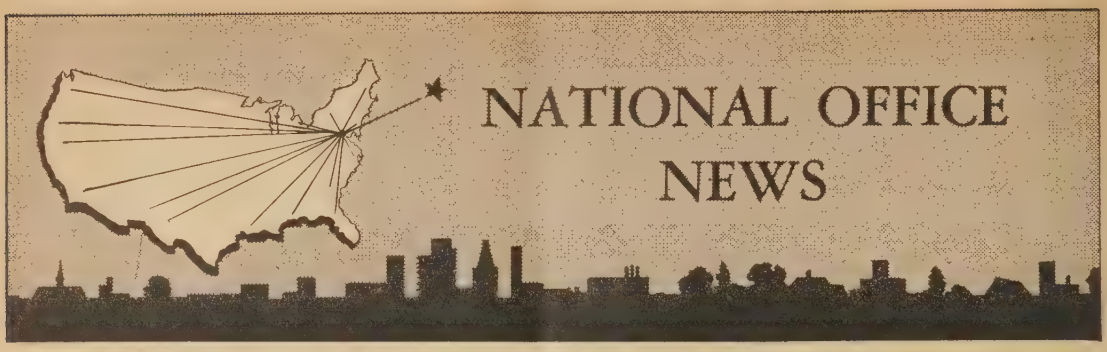
With new opportunities for service beckoning on every hand, the challenge to us as social workers is to stop following the will-o-the-wisp, interpretation, and come to grips with our responsibility for retaining and extending public confidence in our profession.

INDIVIDUAL RESPONSIBILITY

There is no short cut to this end. It means training and hard work and acceptance of personal as well as professional responsibility. It means a new and more realistic approach to the problem of public support. It means fundamental courses in our schools of social work, courses dealing with community attitudes and required of all students rather than available here and there on an elective basis for specialists. It means the development of teaching material by objective, careful recording of community contacts, so that in this field, as in case work and group work, students may learn by analysis of experience rather than by trial and error.

Even without courses in the schools, a beginning can be made in our social agencies, by staff meetings and supervisory conferences that will help workers to see how closely success in the day's work is related to success in community relations. We can watch and record experience in community relations, collect letters and memoranda that throw light on the subtle process of distilling good will from the day's routine. We can learn to speak clearly, definitely, and if need be, authoritatively, instead of hedging and evading in reply

(Continued on page 23)



Our Members Comment

AASW members took seriously the March 30 letter from Mrs. Conrad and Mr. Anderson outlining major Association objectives for the coming year. Here are some of their comments:

Elmer Scott, Dallas, Texas

While I am quite committed to all really effective measures that will raise the standards of service in any and all important professions, Law, Medicine, Social Work, etc., particularly with respect to this last am I disturbed by the overemphasis on labels. "Everybody that talks about heaven ain't goin' there." Very many Ph.D.'s are poor teachers and many an R.N. would do better with a typewriter or a cook stove. How to establish a proper balance between the authority of a professional stamp and the rare qualities that mark the socially efficient social worker is beyond me.

I am particularly interested in your paragraph on "the second major decision" (professional education). I have recently been made acquainted with correspondence between one of our most progressive and socially inclined educational institutions and the AASSW. This related to "undergraduate preparation for social work" (quoting from your paragraph) and was not proposing graduate work looking to a degree. There is a crying need in the southwest for educational centers where students well inclined toward social service may be well grounded in preparation for a graduate school. Social work must respond with vision and courage.

Clarence King, New York City

As a member of the AASW for over 20 years, I claim the privilege of scolding about your letter of March 30 to our membership. Had the third objective been put first I would have had less quarrel. The spring of 1945 is the most dramatically critical period in human life since social work was born. To say at such a time that our "most important task" is "working to bring about legal licensing for the social work profession" is to confess ourselves intellectually and spiritually bankrupt.

This month the peoples of the world, represented at San Francisco, are to struggle with the task of setting up a "Social Economic Council." Its success or failure will vitally affect our major social work objectives. Did the National Board intend to indicate that we have not leadership to give in this area, where leadership is so sadly needed?

Next comes the staggering job of rehabilitating millions of destitute families abroad. Our profession is supposed to have expertness in this area. Have we nothing to contribute to the most colossal social work task the world has ever faced?

Let us assume, for the moment, that our membership is isolationist and cannot see that destitution in France and the Balkans will affect our neighbors as never before. What of the effects of full employment at home? Even if, without our lifting a hand, a great depression is averted, whose task is it to undertake the "reconversion of social work"? Our profession made a real contribution toward relieving the degradation of the 1930's. Who is to regear our techniques to meet the needs of a peace-time America with sixty million jobs? Our professional habits have been grooved to adversity. What do we yet know of social techniques to fit prosperity?

Let us waste no time in these critical months "working to bring about legal licensing for the social work profession." We will never get by law what we have not won in fact. Let us first demonstrate our statesmanship at the time when it is most needed. Legal recognition then will come when we have contributed more Harry Hopkinses and Will Hodsons to American life; not by leading an ill-timed sortie from our ivory tower.

Leonard Seliger, Youngstown, Ohio

This letter is my expression to you of complete approval of the scope of activity which you have outlined, and I express herewith my sincere

best wishes for accomplishing the objectives which you have set forth.

The entire question of licensure is intimately tied up with the problem of professional recognition. I believe your approach is sound and valid. The attempt of the national leadership to extend their resources for education for social work is also fundamental. I do hope that the leadership of the AASW will provide a rallying point for the rank and file in the profession to express by concrete actions their long-time sympathy with such an objective.

The immediate extension of the AASW interests to affairs of public social work policy and program is also welcome. In all of this I share with you and with the rest of the Association the confident hope that the all too slow progress in fixing in the mind of the lay public the role and practice of social work will have been advanced.

Alton A. Linford, Boston, Massachusetts

I am wholly in accord with the program you describe and congratulate you and the Board for deciding to select certain things for major emphasis. The matter of licensing and registration on a legal basis may be a little premature at this point, but it certainly is not too early to begin to work for it. A voluntary system will, of course, have to be tried before there will be any chance of getting it legalized.

The Board's decision to concentrate on the extension and improvement of resources for education for social work is especially to be commended.

John M. Glenn, New York City

I like the circular letter which has been sent out to the members of the AASW very much. I am especially glad that the Board has in mind as an important matter the "gaining recognition of our professional status." I also think it is wise to choose a few subjects for special attention, to be followed up intensively, rather than try to do everything at once.

Frank J. Bruno, St. Louis, Missouri

I was somewhat surprised to learn that primary consideration will be given to the project of licensing preceded probably by experiments in voluntary registration. Please do not consider this a criticism or even raising a doubt as to the value it has on the Association's program. I merely wish to express my great satisfaction that the project will be considered on a national scale.

I have seen the voluntary project in Missouri through its entire cycle and know something of the experiment in the state of California as I was visiting at the time of its introduction. There are, of course, very grave difficulties because of the danger of diluting standards in order to permit the great majority of practitioners to qualify. This is, of course, one horn of the dilemma, of which the other is to maintain standards excluding the great majority of practitioners and leave licensing to express about what membership in our National AASW amounts to.

On the other hand, I am perfectly certain that ultimately we must come to some form of licensing in order to protect the public in the very important field of guidance of human relationships. I am under no illusions that any type of licensing will eliminate a good deal of unpaid social work, but licensing physicians, nurses, and lawyers have the same limitation.

With the project of licensing as the primary task of the Association, it is natural, of course, that the second one would be education, and I hope something can be done on this point. Most schools of social work are financed on a shoestring and are largely carried on by exploiting the service of local social workers and an unpaid staff. I am convinced that if the schools could have acquired financial backing, that is, endowments running into the millions for each school so that its curriculum could be chosen without consideration of local personnel, the project would have a status on the campus of universities and the schools themselves would draw much more fully upon graduates of our colleges. In the past schools have had to compete with all other vocational schools for students. When the surplus of manpower was prominent, such as in the 30's, they secured a certain portion of the good students. Now that there is a sharp deficiency of manpower and students on graduating from college find all sorts of opportunities for profitable employment, I think the experience of schools has been that their student bodies are made up more largely of persons returning to complete their education than of persons directly out of college. In other words, the schools are not adding to the total number of social workers as freely as they did. They are merely making better ones of some who are already in practice. Of course, this is a vast problem that one committee can hardly hope to solve, but like licensing it is worth attempting.

Mrs. Elanie H. McBurnie, Greystone, Rhode Island

As an individual member of AASW, I want to tell you how much pleasure and encouragement I found in your general letter of March 30, 1945, and in the excellent presentation of the subject of legal licensing of social workers in the April Compass. Of course, I am one of those persons who have thought the step "long overdue," and I am eager to see it materialize along the sound lines outlined in the article.

Marion Hathway, Pittsburgh, Pennsylvania

I am writing just a note to congratulate you on the letter which you have addressed to our membership under date of March 30th. It seems to me that the principles outlined and the projects indicated do a great deal to clarify the direction in which the Association can move during the next few years. I am especially interested in the second major decision with reference to the extension and improvement of resources for education for social work, and hope that some real impetus can be put behind this movement by the AASW. For a very long time, it has seemed to me that there should be a more effective relationship between the professional organization and the Association of Schools. There has, of course, been very good feeling and cooperation between the two agencies, and I think Mr. Anderson and Miss Massoth have carried the early beginnings quite far along. I do feel, however, that something is necessary to bring our total membership to a realization of the importance of their participation in the whole proces of developing resources for professional education, and I certainly would second any effort that you could make in this direction.

Seward C. Simons, Chairman, East Bay California Chapter, AASW

I am replying to your circular letter of March 30th outlining the program agreed upon for the National Association. The East Bay Chapter, of which I am Chairman, has been following similar program.

We are supporting actively the California Conference Bill for the registration of social workers. We recognize the difference between this and technical licensing but believe this is the right first step. California has gone farther on the matter than any other State that I know of and the present bill looks as though it will probably go through. Registration undoubtedly forms a practical prelude to licensing.

We have actively participated in developing the resources for educational work in the social field both case work and group work. We have made representations to the President of the University of California regarding the need for a qualified person in the Directorship of the School of Social Work which is now vacant. We have also made representations with respect to group work teaching.

Your third area is the question of social programs and legislations. We had a whole series of meetings on this question, using our Standing Committees as the basis for legislative reports. We have made representations to the Legislature now in session at Sacramento—we have not acted on National matters.

Ernest B. Harper, President, National Association of Schools of Social Administration

I was very much interested in the form letter of March 30th, addressed to members of the Association, which reached me yesterday. The statement of the immediate and limited objectives of the Association is an excellent one in my judgment and I am particularly glad to see the matter of licensing placed first in the list. I am also of course tremendously interested in the second objective, particularly as it relates to undergraduate preparation. In this connection I should like to offer the services of our Assocation. The vast majority of our member institutions are conducting curricula on the undergraduate level and we feel that this phase of training for social welfare lies particularly within our sphere of our competence.

Lt. John K. Donohue, Chicago, Illinois

Received your March 30th "statement of policy."

Congratulations on this forward step!

Now, if there ever was one, is the opportunity for social work to establish itself as a profession—based on scientific study.

This must be done now before the unpredictable but inevitable load of postwar problems of delinquency, displaced persons, etc., is dumped on us once more.

Robert M. Mulford, Chairman, Rochester Chapter, A.A.S.W.

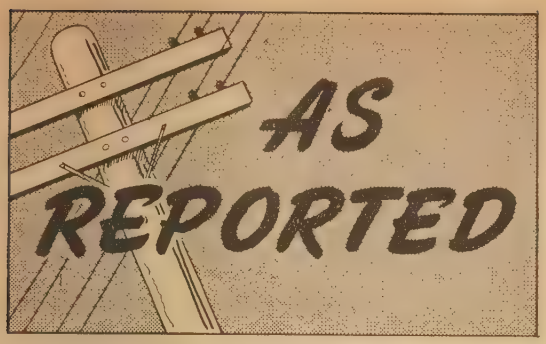
Yesterday at the Executive Committee meeting of the Rochester Chapter enthusiastic approval was expressed in regard to the program outlined in the letter of March 30.

As you perhaps know, the Rochester Chapter has been largely responsible for working cooperatively with the University of Rochester to make available and promote recruitment for courses in social work in the extension school of the University. We are glad that this interest on the part of professional social workers will be extended on a national basis.

Grace B. Ferguson, Seattle, Washington

As a member of the Puget Sound Chapter, I wish to voice my appreciation for the two recent Association contributions of great meaning and impetus to us in the Northwest. They both arrived on the same day, too!—Miss Spencer's visit, and the March 30 letter to members.

Clarification of the basic areas for further study and development gives direction to the individual, as well as to committees and groups. Representing professional education, our faculty is particularly interested in the emphasis on professional education resources, and of certification of competency to practice. We hope to benefit by the material the respective committees will produce.



Southeast Texas

For an open meeting on February 19, 1945, the chapter issued 1,000 invitations and had an enthusiastic and responsive audience of 350 to hear Major David G. Wright,[1] Army Air Forces, present the problems of the returning veteran. The discussants included three personnel directors from local industries, a local psychiatrist, a Lt. Commander from the Navy, and two social workers. Prior to the meeting the speaker, the discussants and the chapter officers met at dinner and initiated an informal discussion of the subject. The chapter received excellent newspaper publicity and the audience which included ministers, doctors, Red Cross volunteers, AWVS workers, personnel directors and many others were most appreciative.

Toledo

In addition to the University of Michigan extension courses established in Toledo, through the efforts of the Committee on Professional Education of the Toledo Chapter, the committee has initiated a program for recruiting students for the field of social work.

The committee members have contacted each school in the community to arouse the interest of the faculty and students in meetings and in talks at the schools before the students by members of the American Association.

In April the chapter entertained students from the 10 high schools and the 3 colleges in the city. The meeting was set up in small discussion groups with each chapter member responsible for 5 guests. The guests from the preparatory schools were presented with the pamphlet, "The Social Worker" while the college students were given copies of "Social Work as a Profession." Following the informal discussion, Miss Clarice Freud, Assistant Professor of Social Work at the University of Michigan, spoke on the subject of what is involved in professional education, where may it be obtained, and what background courses are desirable as prerequisite to graduate professional courses. Miss Freud's talk was followed by a very lively period of questions by the students.

In addition the chapter designated the months of April and May to talk to students and to have the schools post the poster entitled "Build Your Career in Social Work" in a prominent place in the school. Numerous articles on the social worker and social work have been distributed for the school libraries and for the use of teachers and deans who are most likely to be consulted for vocational counselling.

[1] Major Wright's paper is printed elsewhere in this issue of THE COMPASS.

Twin City

Twin City Chapter was delighted to have Miss Sue Spencer of the national staff visit the Twin Cities bringing reports from other areas she had visited and a more intimate appreciation of the National Association's work. She arrived in time for our April chapter meeting and to hear a report by John Kidneigh on the work the Personnel Standards and Employment Practices committee had covered on the subject of licensing or certification of social workers. This presented the thinking and conflicting opinions of the committee and was offered to present the problems of the issue rather than to recommend procedure. Miss Spencer indicated that the National Board has placed licensing and certification at the top of the work agenda, and it is hoped that the chapter's preliminary spade work will contribute to the planning.

This committee has completed a statement on recommended agency standards for employment conditions, including job classifications and salary range scale, applicable to this region and covering case work. Chapter action resulted in appointment of a subcommittee of group workers to work out similar recommendations for that field.

Central Missouri

The Central Missouri Chapter has found its monthly bulletin one of the most effective means of meeting the difficulties caused by this chapter's large area. This bulletin, which is being edited by J. H. Stokes this year, provides members with a wide variety of information. Each year it includes a membership list, and each issue contains items of interest regarding present and former members of the chapter. Reports of projects and committees, of related developments in the area which are of concern to social workers, and notices and reports of chapter meetings are included. The bulletin also serves as a medium for pointing up material from the national Association.

An example of the use of the bulletin was the December "Recruitment Issue" which contained a letter from the chairman of the chapter's recruitment Committee, pointing out the responsibility of

each member in this area, a letter to the chapter from the President of AASW, and information regarding scholarships and work study plans.

The bulletin has provided information and an opportunity for participation to members who are unable to attend chapter meetings, as well as to those for whom more active participation is possible.

Columbus

A citizens' committee of approximately 60 persons has been formed at the suggestion of the Columbus Council of Social Agencies, to study and recommend action on welfare legislation during the present biennial session of the General Assembly. A small subcommittee which serves in an advisory capacity to the larger lay committee is composed of 3 members of the Columbus Chapter, AASW, and 3 persons appointed by the Council of Social Agencies.

Paul T. Beisser, of the St. Louis Provident Association, has been chosen to direct a survey of the problems of dependent, neglected and delinquent children in Columbus and Franklin County, together with provisions for their care and treatment. The survey will be sponsored by the Council of Social Agencies, and is the fourth in a series of studies of social work problems and facilities in the community. Several AASW members will serve on the sponsoring committee.

New York City

A recent meeting of the New York City Chapter was devoted to counseling in industry and unions. Miss Mary E. Tuttle, a practicing counselor in the Wright Aeronautical Corporation, discussed counseling in industry. Miss Bertha C. Reynolds discussed its practice in the United Seamen's Service and National Maritime Union.

Miss Tuttle described the program operating in her company. While it draws on many of the same techniques, she does not consider counseling in industry as case work. It relates to the adjustment of the individual within the job setting and functions within management's objectives of quality production. She feels it may develop to deeper, though not intensive, levels of treatment. Counselors need training and experience in the science of human behavior with the disciplines necessary to practice and given these qualities she considers auspices unimportant.

Miss Reynolds outlined the development of the service in the unions and described the program in New York City. She brought out that seamen are frequently maladjusted, lonely and irresponsible. Many have been discarded by industry and their problems are not understood. The service they offer is case work, accelerated to meet the needs of men during short leaves, and it works toward the reintegration of the men. She stressed that counseling should be practiced under union auspices.

Arizona

In the latter part of January and the first part of February, some interest in professional education for social work was aroused in Arizona. The chapter became interested in making sure that Arizona social workers and educational institutions received the best advice and guidance on the subject of training for social work. The chapter acted immediately, and invited Miss Leona Massoth, Executive Secretary of the American Association of Schools of Social Work, to visit the state. On March 9th, Miss Massoth held a conference with the chapter, addressed an open meeting of social workers and laymen, and conferred with educators at the State Teachers' College. On March 10th, Miss Massoth conferred with officials of the State University at Tucson.

Denver

For some years the Denver Chapter has had a loan fund for students who were studying in the field of social work. This loan fund has accumulated to the amount of about $750. For the past two years there has been little demand for the total fund although some of the money has been in use. Because of the extra dollar which the Denver Chapter charges its members at the time they pay their $7.50 membership fee, there had been an accumulation of funds in the regular treasury which had not been transferred to the loan fund recently. Therefore, the chapter in the fall of 1944 decided that since there was not the demand for the loan fund but that there was a great demand for recruiting in the field of social work, it would be advisable to offer an outright scholarship, and the Loan Fund Committee became the Scholarship Committee.

We have not indicated how often this scholarship will be available or whether it will always be $300. The chapter has appropriated another $100 for the time being for having the material printed to get the scholarship advertised. We hope very much that by fall we will have several applications and will have an excellent candidate to start study in the fall.

Westchester County New York Chapter

The Westchester County Chapter has established a fellowship-loan of $300 a year for graduate study in social work. The plans, worked out by a chapter committee headed by Miss Edith Parker, stipulate that the applicant shall be either resident or employed in the county. Assistance

from the fund is to be used primarily for tuition for at least two quarters at any member school in the American Association of Schools of Social Work. The fellowship will be in the form of a loan to be repaid according to an agreement entered into by the chapter and the student, details of which may vary with the circumstances.

Cincinnati

During this year, the Personnel Practices Committee has been discussing ways and means of carrying through the chapter's recommendations in April 1944 to the effect that they assume responsibility for a study of personnel practices in all of the casework agencies. While this discussion was under way, some of the members of the Executive Committee suggested that there seemed to be real need for adjustment and standardization of salary scales in casework agencies in this community in order that persons with similar professional backgrounds and qualifications would be earning approximately the same salaries, regardless of which agency employed them. The Executive Committee then considered this question and were in agreement on the need for greater standardization and uniformity of practice among the various casework agencies. They agreed that these results could only be obtained through careful study of a detailed sort and that the job would be both time consuming and difficult. The Executive Committee felt that the responsibility for such a study should rest with the Council of Social Agencies, rather than with the Personnel Practices Committee of AASW and with this in mind rescinded the chapter's action of April 1944 and recommended to the Personnel Practices Committee that they review the suggestion of the Executive Committee and act accordingly. The Personnel Practices Committee agreed and this recommendation was made in the chapter at the February meeting and was voted into effect.

The Personnel Practices Committee has also been reviewing the action of the Recreation Commission in regard to one of its employees. In December, the committee sent a communication to the Civil Service Commission to the effect that they regarded the action of the Recreation Commission in transferring the employee from a classified to an unclassified position as an apparent violation of Civil Service practice and for this reason had concern about it. The committee did not take any stand in so far as the employee himself is concerned, but instead merely acted in relation to the apparent violation of Civil Service practice. The committee is continuing to review the developments in this case and will bring these back to the chapter for further action if this is indicated.

The Social Worker's Responsibility

(Continued from page 17)

to questions. We can forward thoughtfully selected, properly documented material to the professionals in the field of publicity and fund raising who speak for us in the press and on the air. We can become better acquainted with these publicists on whom we rely so heavily, improving our cooperation with them by more sympathetic understanding of their point of view and the professional standards they too must meet.

Our community relations must reflect respect for this vague mass, the public, of which we speak so often. The public has shape and form and identity; it consists of numberless compact, clearly defined groups, related to us in varying degrees of closeness, groups made up of human beings probably as intelligent as we are; concerned, as we are, in finding ways of making our communities better places for us all. We have proof of this concern; it pays the bill for social work. The public, not social workers, decides how much social work there is to be, and whether it will be well or ill done. The tax dollar and the contributed dollar, tangible expressions of the conviction that the care of all is the concern of all, both mean sacrifice; and people sacrifice to support only those causes in which they believe. We are partners, social work and the public, and our relations must reflect the cordial, informed, confidence-inspiring spirit that cements partnership.

That old, unhappy, far-off thing, the depression, broke the chains that bound social work to relief giving. The war has opened our eyes to the cost in human efficiency of those subsistence years. It is driving home relentlessly to city and town, to mountain villages and valley settlements and remote farms, the need for a sound mind in a sound body. Newspapers, magazines and the radio are deluged with questions from young and old, from the sick, the lovelorn, the lonely, the distracted parent, the rebellious child, the unwanted old person. As men and women are released from the armed services, to face readjustment to civilian life, stress and strain increase. The pressure is great for the kind of help the profession of social work is amply qualified to give.

You and I will determine whether social work will be drafted into service in this time of widespread need. Our profession will be judged by what we are, what we say, what we do. Its capacity will be measured by our competence, its integrity tested by the ethics of our conduct, by our respect for the rights of others, our loyalty to our associates, to our standards and to the organizations we represent. Its sincerity will be the sincerity of our fighting faith in the creed we live by. The reputation and the future of the profession we honor are ours to make or mar.

Committee on Employment Practices Inquiries Report for Year October 1943-44[1]

DURING the past year the Committee on Employment Practices Inquries has been inactive, maintaining a role not unlike that of the spare tire. The sole accomplishment was the formulation of policy on two matters having to do with appeals procedure and circumstances under which the national committee should be used. The committee's recommendations on these two points were submitted to the National Board for consideration at the March meeting. The first question discussed was, should the fact that it is a national agency which is involved in a grievance case be a criterion for referral to the National Employment Practices Committee; the second, should the national committee review an appeal which involves members of two or more chapters. The committee has recommended that when there is brought to the Association an appeal which involves a national agency as one of the parties, the local chapter should have the right either to accept the appeal for inquiry and review or to refer it on to the national committee. On the second matter the committee recommended that when members of two or more chapters are involved in a situation which is brought to the Association, where feasible, local chapters should set up machinery by way of a joint committee for inquiry and review, also a joint committee with membership from each chapter's executive committee for approval of the report and recommendations. Should chapters be unable to agree on the handling of a specific appeal referral to the national committee is always open. The committee suggested further that a state which has several chapters might wish to form a council of chapters, one function of which would be the review of appeals such as these.

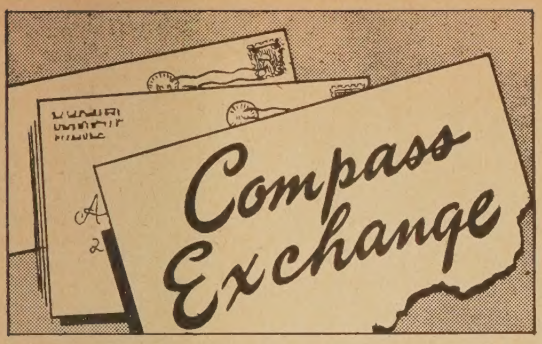
The past year has also been an inactive one for employment practice committees of chapters. According to present inquiry procedures, a chapter notifies the national committee each time a request is accepted for study. During the year only one such notice was received. In this situation the report of the local committee was accepted by the parties concerned and there was no appeal to the national committee. Another situation arose in which there was alleged violation of good employment practices—a situation which drew national attention. However, the Association was not requested to make a study.

In spite of the general non-use of the Association's function in this area there are values in having a standing committee whose interest is directed toward the broader aspects of employment practice, not alone the examination of top trouble. The Association's responsibility was not fully met in just defining standards. It extends also to the continued interpretation to agency boards and staffs the importance of desirable practices and their effect upon the professional quality of social work. The testing out and measuring of standards once they have been adopted, is a never completed process. Difficulties will occur and as they do they should have prompt and adequate study, machinery being set up for this purpose within each agency. Coming to grips with each issue as it arises is one way of attaining better standards. The use of the agency's own machinery should receive first consideration and a chapter's employment practices committee can often be of help to an individual in making use of this channel. In the event the difficulty is not resolved within the agency and an appeal is brought to the Association, a chapter's committee has opportunity to exercise one of its most important functions. Reviewing these situations and sharing the experience with others will aid materially in raising the whole level of employment practice. Release of material, being subject to approval of the executive committee of a chapter will not be thought of as exposing an agency or individual, but rather as benefitting not only the appellant but the entire Association.

The fact that chapter employment practice committees have reported almost no activity along this line throughout the past year does not mean that administration of agencies has reached a level where no violations of good practice occur. The question does arise as to how problems are being handled. Social work throughout the country is operating under terrific strain. Lack of qualified personnel, turnover of staff, and ever increasing responsibilities tax the profession to the point where standards of service and practice are seriously threatened. Because of the personnel situation it is very probable that social workers are relieving strained employment situations by moving on to other more comfortable positions, and the temporary labor situation is such that jobs are easily available. It may be that other groups in the Association, such as the National Personnel Practices Committee, observing the field, will also be gathering information on this condition. Sound planning for the Association requires alertness at this time so that we may use this period of experience in preparation for the time when a more disciplined and orderly condition prevails in the social work field.

Committee: Rosella Hart, Ruth Newell, Sarah B. Schaar, Catherine Roherty, Chairman.

[1] According to the procedures for handling employment practices inquiries (see June–July 1941 COMPASS for outline of procedures), the national committee is asked to make an annual report to the membership through THE COMPASS.



Research

To the Editor:

Mr. Fletcher's article in the March issue "Professional Responsibility Toward Research" is particularly timely. We read much today of postwar planning in all activities and as social workers face the future demands which will be made upon them it is well that they think in terms of the facts needed to plan the programs. Social service administration experience has proved the absolute need for factual planning based largely on data furnished through research. Those instances where planning has been more by feel than by reason grounded on accurate and reliable data have proved too costly in time, money and human suffering to be countenanced in the postwar period.

The Detroit committee's recommendation that a clearing house for research projects be established was, I think, their strongest suggestion for stimulating the research interests of students. Under those circumstances where the student develops his own project, agencies all too often give consent for the use of their records more as an accommodation to the student than as a result of real interest in the study. Nothing is more energizing to the research worker than the thought that his study is to be used in planning a program, perfecting a procedure, or developing a technique for the immediate solution of a particular problem or the relief of some real need. AASW chapters with members in the social agencies are in position to encourage administrators to think in terms of questions they need answered or studied which might be adaptable for student theses and to call to the attention of the school faculties these possible studies. With the analysis of such questions the student would see more clearly the dynamic place of research in social work and would less frequently consider the thesis as an academic requirement only. Likewise, the agencies would become more interested in the potential employee's research experience and abilities and in the development of useful research programs.

Certainly, the more social workers carry out well planned studies of problems and questions in the social services, the more professional will their performance become and the sounder the programs they administer. Contribution to the expansion and perfection of research programs and techniques should be kept high on the list of program objectives of AASW chapters and I am certain that the professional schools will welcome efforts to meet the problems involved in student research programs.

Mark Hale
Associate Professor of Social Economics,
Tulane University School of Social Work

School Social Work

To the Editor:

Miss Laabs' article in the March Compass on the Development of Social Work in Education arouses what is in me the rare urge to write a letter. It is both heartening and stimulating to learn of the growing movement throughout the country to engage social work and education—and to hope that there some day may be a true marriage of that somewhat unpredictable, eager, and knowledgeable young woman and that thoroughly respectable and learned and sometimes stodgy old man. They are good for each other.

But my particular interest, growing out of my particular job, rises out of the tremendous number of dilemmas involved for the young partner who is the school social worker. For several years I've been training students from the New York School of Social Work in a unit of the Bureau of Child Guidance of New York City Board of Education and I have grown increasingly sensitive to the involved and complex situation in which a school social worker must operate. I am convinced that she must have help and guidance to keep her function defined, her efforts focussed, her perspective clear, lest she flounder and be judged useless by the school system. Here I want to name only a few of the problems which face her:

In the first place, who is she? She is employed by the school system, is an arm of the school, yet her function is different from that of the school's. She is hired specifically to step in when a child is a deviate member of the group—yet the structure of the agency for which she works presents many rigidities which will hamper her. As examples: most schools are authoritarian or carry an aura of authority for parent and child; the teacher has the problem of maintaining group equilibrium and this cannot be sacrificed for the needs of the "case worker's child"; a given curriculum must be covered in given time; the principal is more wont to "tell" teachers (and his social worker) than to operate through the social work method of consulting or conferring—just as his superintendent tends to "tell" him, and teachers tend to "tell" the children. How can the school social worker make her identification with the school, be different from it yet integrated with it?

Further, who is her client? Where does her first responsibility lie—to the school, whose program or teachers may be the victim of the disturbing child, or to the child, victim of his home, his neurosis, or perhaps his school? Of course in the last analysis there is no dichotomy here—but on the every-day job balances must be worked out.

Again, as what is the school social worker to operate? Is she case worker whose major function is the adjustment of the individual child? Referral source to other agencies and liaison between them and the school? Organizer of the community's social services related to children? Parent-educator? Mental hygienist? Accessory to teacher-training? Miss Laabs' article indicates that communities are using their school social workers in several or all of these capacities. The numbers of school social workers in ratio to numbers of schools throws immediate light on the fact that not only are the school social worker roles unlimited but so is the volume of her work. To do all of these things she would need to have the wisdom of a Solomon, the creativity of a Pestalozzi, the knowledge and skill of those tens of as yet uncanonized saints of social work, and the energy of a Niagara. What realistically are the services she can be expected to give in relation to what criteria?

I raise these questions not because they are insoluble. I know that they can be answered; my plea is that they *should* be. We social workers tend to be so glad when we are wanted that we become over-eager to promote

our services and perhaps we create expectations greater than we can fulfill. Social workers who go to work in the school system need carefully to examine and define their relationship to education, their function and services. They need to determine the possibilities and limitations of the job and to be realistic about scope and volume of work. Social work in the schools is so terribly important. It must be made to work out well. I hope that the American Association of School Social Workers plans to tackle these problems that grow out of the union of social work and education because it is only through their resolution that school social work can prove itself.

HELEN HARRIS PERLMAN
Bureau of Child Guidance
New York City

Social Work in Industry

To the Editor:

The staff of the Mental Hygiene Unit, Employees Health Service, U. S. Public Health Service, Washington, D. C. has been following with keen interest the articles and letters on social work in industry recently published in THE COMPASS. The psychiatric social workers in this unit are particularly anxious to get in touch with the personnel of other units engaged in social work in an industrial setting.

In July of 1943 the government initiated a program for safeguarding the mental health of its employees in the Washington area. Mental hygiene consultation services are available to all government agencies except the War Department which employs its own psychiatrist. This means that the "industry" in which the Mental Hygiene Unit functions is the federal government which, without the War Department, has some 230,000 employees. Departmental medical officers, nurses, counselors, and personnel officers are encouraged to use the facilities of the unit for studying the problems of employees who are unhappy, maladjusted to the work situation, or who appear to be suffering from mental or emotional disorders. The goal has been the achievement and maintaince of *normal adult mental health* for the worker in government service, and this is frequently accomplished through *job adjustment.*

The psychiatric social workers in the Mental Hygiene Unit, U. S. Public Health Service, would like to meet any other workers in industry who come to Washington and would be glad to correspond with other pioneers in this field.

Would it be possible for THE COMPASS to promote a clearing house through which social workers in industry could pool their experiences? There seems no doubt that this field will be expanded in the post-war period.

WINIFRED McL. SHEPLER
Washington, D. C.

School Social Work

To the Editor:

Because of a long time conviction that the school social worker, or visiting teacher, is a necessity if the schools and social agencies of a community are to function effectively in dealing with problems of maladjusted children, I have just read with keen interest Miss Laabs' article in the March issue of THE COMPASS. I was particularly pleased to find that in this article, Miss Laabs has come squarely to grips with the problem which has haunted and confused for a long time those of us who have had such a conviction about this service.

How, where, and under what auspices can the school social worker, get the training which will equip her to do an effective job? This training must make it possible for her to bridge the gap between two different kinds of service; education and social work. Like the Colussus of Rhodes, she must have one foot firmly and securely planted in one field and the other, in the other. She must know the philosophy, the administration and the curricula for public education, but she must also know the philosophy, the administration and the techniques of social work. She must know these things and use this knowledge in a way which will make her acceptable to both fields.

This problem has always been with us, but it is more acutely with us now with the broad expansion of the work particularly by state legislation, with the consequent certification of visiting teachers, or school social workers, by state departments of education.

We in Louisiana are struggling with this problem right now since by state law each parish (or county as you say in the other forty-seven states!) must have at least one full or part-time visiting teacher for working with problems of attendance and other sympoms of maladjusment. I believe that we shall find the answer only when the schools of education and the schools of social work, of which we fortunately have two in the state, accept joint responsibility for providing a curriculum which will draw from both disciplines. There are many problems involved which are obvious and difficult but I believe that only when they are worked out can we expect to have a visiting teacher service which will be both effective and acceptable.

Another acute problem arising out of this long hoped for, but now startling expansion in the demand by school systems for this service, is the impossibility of finding trained personnel to fill positions. When a visiting teacher or school social worker department is already established under experienced and skilled supervision, it is possible to fill vacancies with people trained either in the field of education; principals or teachers, or in the field of social work, and to develop the other skills and body of knowledge on the job either through part-time attendance at a graduate school, or through in-service training when the graduate school is lacking. This is not desirable, however, in starting new departments and it is tragic that the realization of need should have come to so many communities at this time when fulfillment is impossible because of the scarcity of trained workers.

CARMELITE JANVIER
Director of Special Services
New Orleans Public Schools

Military Experience

To the Editor:

I would like to comment on Sgt. Mervin Silverman's letter which you published in the January issue of THE COMPASS. I am a member of the New York City Chapter and at present corresponding member of its committee on veterans' problems.

Sgt. Silverman's letter was due to be written. Not that I believe that his specific suggestion of a preferential demobilization of social workers in the armed foces will be accepted as feasible, as much as I would welcome it should it happen. However, the letter has the merit of doing some concrete thinking on the reintegration of the returning social worker into the field.

I share with Sgt. Silverman the background of being a graduate of SASS, Cleveland. I also was doing classification work before being assigned to the Neuro-psychiatrist's office as a personnel consultant (MOS 289). I am now in my third year of Army service. My situation

differs from Sgt. Silverman's in that I had many years of professional experience prior to my induction and am now only little below the draft age limit of 38.

The problem for the social worker at war seems to be to what extent his military experiences will be credited to him after his return to his civilian work. This should not be too difficullt to work out in the case of the younger practitioner who at his stage of professional development had intended to remain in the functional end of social work for some time to come. Even if he was not labeled "263" or "289" but actually engaged in some type of work involving personal relationships it may be assumed that he matured and developed professionally and allowances ought to be made accordingly upon his return. The social worker of experience, however, who would have been ready to, and interested in effecting a transition to the administrative or community organization areas will be less interested in being credited only with a continuation of his case work experience during his Army service. He will hope that in addition the administrative and inter-Army relations content of his experience will be recognized as creditable so that should he desire not to return to case work practice, he will be able to enter the administrative or community organization field.

Thus the reintegration of the ex-soldier social worker, as of any veteran, will be undertaken on the basis of his development at the point of return. (The tendency to understand the returning veteran's situation in the light of his known development at the time of his leaving civilian life seems to me the main source of failures in planning with him as reflected in many of the discussions of the problem to date.) In our particular profession this may call for the completion of schooling for the social work student, refresher courses for the professional fledgling who left the field right out of school. It will call for full credit for any opportunity of continued professional growth in a "289" "263" or related Army assignment including the opportunity for the—numerically few—older professionals to effect changes to different areas of the social work field if they so desire.

(Sgt.) Kurt Freudenthal

Membership Directory

To the Editor:

John Charnow's article in the January Compass should stimulate considerable thought and discussion about the Association's venture into counting social workers and making social work count. The excellent questionnaire being sent out with current dues bills should draw 100 per cent response from the membership, even from those who pride themselves on being allergic to questionnaires and thus contributing to the size of the troublesome "not known" category. Those who hesitate to reply should be impelled to use on themselves their well-known skill in analyzing human behavior.

The purpose of this letter is to suggest a much wider possible use for the census data than has been planned, and the beginning of a more consistent effort by the Association to answer questions about the core of social work, which its membership admittedly represents. Ever since the publication of the membership directory in 1936 there has been need for a periodic revision. In every social worker's office this volume is one of the most dog-eared from use, but it continues to be used in spite of its present "out-of-date-ness." There is need for a directory of Association members—both inside and outside the field—and its annual publication, if only with names, titles, and addresses, could very nearly pay for itself. Most of us would not be protected from "sucker lists" by restricting the circulation of a current directory. I, for one, believe that the advantages to the profession of a regularly published reliable directory would outweigh any supposed liabilities. Its publication would help materially to establish our prestige as a responsible professional organization. Would it be too difficult to persuade ourselves of this if we published a simple directory annually and a more complete Who's Who occasionally?

When the National Roster of Scientific and Specialized Personnel was organized by the government for facilitating the best use of professional personnel for war purposes, the AASW took the lead in securing the inclusion of social workers. Before that time there had already been discussion of the need for a roster of social workers. The unavailability of data from the federal listing (although more information could be secured from that source than has ever been requested), and its incompleteness in coverage were used by many persons as arguments for an independent roster for social workers. No such roster has been developed, however, and the need for it is growing daily and will increase as the war ends and the uses of social work personnel become more and more varied.

A third great need in the Association is a continuing up-to-date record of the kind the census hopes to secure just once. Its anonymous character precludes use of this census for this purpose. It will take one year to secure the information and much of it will be old before it is tabulated. This would be no handicap if it were done annually—as it could be by the same device now used, by merely sending in supplementary data with each dues payment. Why should we need to be anonymous on the original census questionnaires so long as the published tabulations do not identify us? Isn't this carrying the idea of protection of privacy a bit far? If we are ashamed of our membership, our jobs, our education, our auspices, our salaries, or our age, how shall we ever grow to professional maturity? The Association should have this information currently posted in its files for each member. To protect the records from misuse, the well-known device of code numbers could be used. This could be done even in the middle of the present census if it were agreed to make the returns the beginning of such a continuing record. Could the Association consider polling the membership to secure consent to use of the data for permanent record purposes?

It seems too bad to make the large effort, in time and in money, represented by this census, and bar the possibility of using the data for all of the three purposes for which it is eminently fitted: (1) as the basis of a new directory; (2) as the nucleus of a professional roster; and (3) as a permanent statistical record for the Association from which appropriate data can be tabulated whenever desirable. If the cost involved in these expanded uses is the major consideration, it is suggested that special funds for the initial effort could probably be secured. Other rosters have been financed in this way. Upkeep is another matter, but the entire cost would be a reasonably high-priority charge on the current income of the Association. The need for these data merely contributes to the argument for a revised dues rate that will insure minimal operation of a professional organization. If individually we do not know who our fellow members are, and if collectively we cannot answer questions about ourselves, how can we hope to be effective in using our collective influence?

This is a plea, therefore, for a reconsideration of the use of the census data with a view to making it of more than passing value.

Dorothy C. Kahn
New York City

Peacetime Conscription

Dear Friends in the Field of Social Work:

As board and staff members of social agencies, we are concerned about proposals before Congress for peacetice compulsory military training for the youth of the United States. Hearings will soon begin on H.R. 515 introduced by Representative Andrew J. May on Jan-

uary 3, 1945, and on S. 188 introduced by Senator Chan Gurney on January 10.

We find ourselves in sharp disagreement with arguments for this plan based on its supposed value for health, education, and training for democracy, and with the subtle implication that it may help solve the post-war problem of employment. We are convinced that such ends must be sought by direct means not as possible by-products of a military system.

We favor, and we know you do, provision for health and medical care applicable to all people from babyhood through old age. We are not impressed with a health measure that begins to operate at eighteen and automatically eliminates from its benefits those who reach that age physically unfit for military training.

We look forward to the extension of our system of public education so that young men and women, who have passed the compulsory school age, may continue to study. We would approve government support for such a program. We consider training under military auspices a poor substitute for the careful and comprehensive plan which should be developed for the youth of a democracy.

With a sense of deep humility, we recognize that many young people in the armed forces today are discovering for the first time what it means to devote themselves unreservedly to the cause of democracy. We recognize that the social agencies we represent, together with the homes and schools and churches of America, have failed at many points in our effort to provide for young people this fruitful experience. We do not find, however, any evidence to support the claim that the experience of wartime can be duplicated through enforced military training in time of peace. Nor have the military authorities given any assurance that the present undemocratic treatment of Negroes will be remedied. The capacity for independent thought and self-discipline needed for the service of democracy are admittedly not the objectives of military training. They must become increasingly the conscious objectives of training in our homes, schools, religious and social institutions. We see no escape for ourselves from the hard task of helping to make these community agencies more effective.

We dismiss as unworthy of serious consideration in a country with the resources and brains of the United States the argument that a year of enforced military service would contribute to the solution of the unemployment problem.

On the military arguments for compulsory training we have only the knowledge and experience of average citizens. We know that military authorities disagree on the technical value of military training in an era when military methods change with lightning speed. We find no evidence that nations having well established systems of compulsory military training have been exempt from war or from military defeat. We remember that many of our fellow-citizens came to this country to escape military training in the Old World and that, until now, this has seemed to us an adequate reason for migration.

Moreover, we are internationalists in our thinking. We are committed to an honest effort to find national security in the framework of world organization. It is difficult to see how such international co-operation can be promoted through the increase of military institutions in the nations involved.

Some of us are convinced that compulsory peacetime military training is a violation of liberty of conscience and should not be introduced into the United States. Some of us would support a system of conscription if we were convinced that it was a military necessity.

All of us agree that the evidence is not all in. All of us feel that such a drastic measure should not be adopted without a great deal more deliberation, without the careful consideration of all the facts.

We are agreed, moreover, that such a measure should not be adopted during the heat of war, that there should be ample time for the whole citizenry, including the men and women in the armed services, to discuss the issues involved and express their opinions about them.

And, once more, none of us wants an essentially military measure presented as a measure for health or education or the reduction of unemployment.

We feel that a particular obligation rests upon men and women in the field of social work to keep the issues clear. We hope that, in speaking for ourselves, we have spoken also for many of you. Education, church, and labor groups have expressed themselves. We believe social work also has something to say.

Will you do two things:

1. Write your Congressmen NOW. Tell them that you oppose peacetime military conscription, if you do. Tell them that you want time enough taken for full deliberation on the subject if that is your point of view. Letters do count.

2. Give us your permission to use your name in our effort to stimulate honest thinking on the issue.

EDITH ABBOTT
ALTHEA ATWATER
LUCY P. CARNER
HORACE CAYTON
GERALDINE B. GILKEY
ESTHER L. KOHN
WAYNE MCMILLEN
ALEXANDER ROPCHAN
JOSEPHINE TAYLOR
LEA D. TAYLOR

CONSULTANT ON PREPROFESSIONAL EDUCATION

The American Association of Schools of Social Work announces the appointment of Miss Mary Sydney Branch as Consultant on Preprofessional Education. Miss Branch came to the Association April 1 on a six months' leave of absence from her position as Assistant Professor of Social Work at the School of Social Service Administration of the University of Chicago. She is consulting with undergraduate colleges on what part they can best play in the total program of professional education; what the general content of the undergraduate course should be; what aspect of field work experience should be provided, if any; and what provisions for accrediting and for continuing field service might be developed.

Any schools or organizations in the field of social work wishing advice on matters related to preprofessional social work education are invited to write to Miss Branch in care of the American Association of Schools of Social Work, 1313 East 60th Street, Chicago 37, Illinois.

SCHOLARSHIPS

Scholarships for graduate education in Medical Social Work, beginning with the 1945 Fall Term, are now available through the American Association of Medical Social Workers.

The National Foundation for Infantile Paralysis has supplemented its original grant to the Association for these scholarships, which are outright grants for tuition, or tuition and maintenance.

Applications may be obtained from the American Association Medical Social Workers, 1129 Vemont Avenue, N.W., Washington 5, D.C. and must be completed and filed by July 30, 1945.

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